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ABSTRACT

To examine aspects of the political/economic/social/cultural environments (PESCE) affecting international public relations and their significance to the future of public relations practitioners, this paper reviews the 1980s literature regarding the current and projected trends in international public relations practice and their implications for public relations degree programs. It then offers specific recommendations drawn from the review that are pertinent to the development of effective public relations degree programs for the future, including the following: (1) careful and continual evaluation of the national and international PESCE relevant to the public relations field, (2) monitoring of the effects of PESCE upon profit and nonprofit organizational developments influencing the practice of international public relations, (3) curricular evaluation and adaptations based upon relevant trends and issues in the field, (4) blending of multidisciplinary orientations in public relations courses and programs to reflect the historical shift of the public relations field, (5) titling of degree programs to stress the diverse nature of the field, and (6) determination of degree requirements based upon the verifiable needs and standards of international public relations. (DF)

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STATE OF THE ART OF

INTERNATIONAL PUBLIC RELATIONS EDUCATION

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Gay Wakefield, Laura Perkins Cottone, and Rod Troester

ABSTRACT

This paper reviews the 1980's literature regarding the current and projected trends in international public relations practice and their implications for public relations degree programs. Aspects of the political/economic/social/cultural environments ("PESCE") affecting international public relations are analyzed, along with their significance to the education of future public relations practitioners. Based upon the discussion of related literature, the authors offer specific recommendations as important to the development of effective public relations degree programs for the future. These recommendations are responsive to "PESCE" trends, major international developments in the practice of public relations, employment requirements in international public relations, and the continuing development of public relations as an academic discipline.

STATE OF THE ART OF
INTERNATIONAL PUBLIC RELATIONS EDUCATION

The field of public relations is a relatively youthful area of communication study which has recently begun to receive increased recognition from students, employers, and academicians -- spurring PR curriculum development and review on campuses worldwide. Undergoing a great transition in focus over the past two decades, the public relations field of today offers a host of employment options -- many of them international in focus. We now must ask ourselves, in view of the recent dynamic growth of this communication career area and its resulting popularity with students and employers, whether the academic PR programs now offered are truly applicable to today's and tomorrow's international job mar[1].

Twenty years ago, fewer than a dozen public relations degrees existed in the United States -- most of them comprised of one or two PR courses worked into what was otherwise a journalism degree. Today, there are hundreds of public relations majors available on U.S. campuses -- some of them comprehensive, self-contained degree programs crossing the academic lines of various disciplines such as graphics, speech communication, business, mass communication, sociology, and psychology -- but very few offer academic training conducive to development of international pub-

lic relations specialists. There are some public relations courses of study available in Africa, Germany, England, Italy, and France, but these programs also need expansion and further development.[2]

Such academic needs, along with national and international economic, political, cultural, social, and resulting organizational developments, must be carefully considered during public relations curriculum planning. The major trends which have surfaced and continue to develop in regard to the fledgling discipline point the way for progressive curriculum design for this and future decades.

ECONOMIC AND POLITICAL TRENDS

With the continued growth of multinational corporations as well as foreign companies expanding into U.S. markets, it seems logical that corporate public relations allocations and personnel needs will continue to grow in the 1980's. Similarly, governments around the world are placing more and more emphasis on their international public relations efforts in order to deal more effectively with issues such as expansion of tourism, discouragement of terrorism, effective international negotiations, balance of trade, public information, diplomacy, social/cultural mores, and legal and ethical issues.[3]

Such corporate and governmental PR growth in the worldwide arena creates additional need for international public relations practitioners who can effectively deal with such

concerns as fragmented international publics, intercultural communication barriers, international media, and international differences in economics and legalities.[4] These corporate and governmental public relations needs have materialized in a myriad of public relations associations around the world, such as the International Public Relations Association, International Association of Business Communicators, Public Relations Society of America, Canadian Public Relations Society, Federation of African Public Relations Associations, Centre Europeen des Relations Publiques, Pan Pacific Public Relations Federation, Public Relations Society of Japan, Public Relations Society of South Africa, Inter-American Federation of Public Relations Associations, British Institute of Public Relations, and others.

Lindenmann and Lapetina summarized attitudes toward hiring top-level public relations counsel in the 1980's as positive, seeing ". . . an end to PR people being the 'last hired and first fired.' They [PR practitioners] will become an integral part of day-to-day affairs. . ."[5] This prediction equally affects profit and non-profit PR, encompassing local, national, and international public relations practice.

Our international political environment has been affected by the rapid progress of communication science over recent decades. Computer technology has made worldwide communication simpler than ever, and a social science emphasis on communication among and between societies has expanded

understanding of international cultures. Accompanying the theoretical and technological advancements has been a trend toward corporate expansion beyond traditional national boundaries, spurring predictions like Cantor's that "international public relations will continue to increase in importance."[6] Demands in the public relations practice for more comprehensive perspectives and training have resulted, as exemplified by the efforts of such groups as the International Public Relations Association (IPRA) and the International Communication Association.[7]

By nature, politics and economics are integrally fused. What affects one affects the other. And what affects our economic and political environments affects the communication field and society in general. This concept has received increasing attention from public relations practitioners, even prompting the Public Relations Society of America (PRSA) to devote entire issues of its journal to topics such as "Managing Change: Social/Economic/Political" and "International Perspectives."[8]

CULTURAL AND SOCIAL TRENDS

> Public relations, like engineering, medicine, architecture and other professions, is changing rapidly and responding as the world becomes more complex, as society grows more sophisticated, and as science and technology become more complicated.
>
> Kalman B. Druck, A.P.R., and Ray E. Hiebert, A.P.R.[9]

The rapid societal and cultural changes faced by modern civilization in this and future decades necessitate added

emphasis on such administrative PR challenges as issues identification, planning, research, management, and evaluation.[10] "Public relations establishes an early warning system to alert management to controversial areas of corporate concern -- or 'environmental scanning.'"[11] Aggressive corporate response, in the form of advocacy advertising as well as oral and written publicity efforts, is increasing in popularity as this trend toward "environmental scanning" gains momentum.[12]

Other concerns formerly not considered essential aspects of public relations (such as human relations, employee communication, language translations, training and development, lobbying, etc.) are also gaining importance and redirection in view of expanding international demands. In general, profit and non-profit PR are having to deal with sophisticated international consumerism, multi-governmental regulations, economic competition, internal needs and international publics' varying demands.[13]

ORGANIZATIONAL DEVELOPMENTS

> Civilization is in a major transition. All over the world, relations between people and organizations are in flux. All relationships are under stress. The pressures of change involve transformations in people's attitudes and how they relate to all organizations and institutions. Clearly, means of reconciling institutions and restive people are VITAL. Established means are being questioned. PR, as it is perceived by sophisticated practitioners, encompasses new means and processes.
>
> Philip Lesly[14]

The new global political/economic/social/cultural environment ("PESCE") illustrates the need for international public relations generalists as opposed to local publicity specialists.[15] No longer is "publicity" synonymous with "public relations." "Thus, for the traditional news disseminator, the job is generating messages to meet assigned objectives. For the new public relations professional, communication is more a means and less an end."[16] Many diverse services are now demanded for a multitude of profit and non-profit organizations worldwide, necessitating international public relations practitioners with skills in varying combinations of: multiple languages, intercultural communication, international media relations, international law, world government, international finance,[17] as well as the general public relations skills of two-way communication, social and political science, public affairs, decision-making, employee relations, high technology, investor relations, business management, research techniques and interpretation, fund raising, issue management, conflict resolution, public speaking, effective listening, marketing, graphics, lobbying, etcetera.[18] As Marshall explained the role of public relations generalists:[19]

> . . . the key to success is the ability to assume the characteristics of a chameleon and to reflect change as it happens. And with active and interactive communications being such an integral part of the future, the horizon for the talented communications executive is virtually unlimited.

We are seeing a continual "broadening of the intellectual substance" of the PR field,[20] with application in such diverse and international fields as health care, finance, high technology and government. Naturally, the individuals best prepared to supply the multitude of talents and skills demanded of modern public relations practitioners will dominate over the old publicity hack in the international setting of the new "PESCE." Regarding reasons why organizations -- national and multinational -- now prefer to hire PR generalists rather than publicity specialists, Marshall stated:[21]

> . . . other factors are becoming increasingly important, such as effective personal presentation, good managerial ability, business acumen, higher-than-average intelligence, sound judgment, fresh thinking, imagination, creative ideas -- and the ability to negotiate and make these ideas happen -- high tolerance for frustration, flexibility and resiliency, . . . political sensitivity, and a disarming sense of humor.

Application of Riggs' "environmental scanning" to the career field of international PR focuses attention upon another major development of critical importance to public relations futurists: Economic survival dictates that public relations practitioners and advertising practitioners cannot afford separatist attitudes. As Haynes quoted George Arnold, president of KCBN Advertising & Public Relations in Dallas:[22]

> Far too many PR people adopt a purist, elitist attitude toward advertising, considering shallowly that, if you pay for it, you are somehow fostering prostitution. These uninformed PR people -- and there are far, far too many of them --

> are well-trained communicators, but dreadfully poor economists. They fail to understand, or often even attempt to understand, the tremendously positive impact advertising expenditures have on our controlled, free-enterprise economy. . .
>
> On the other hand, there are just as many talented people with a chip on their collective shoulders about public relations and PR practitioners. They look on PR and PR people as witch doctors in P. T. Barnum clothing who practice black magic and somehow mesmerize management into believing they and their actions are worthwhile. They're influence peddlers. Panhandlers who don't believe in paying their dues, but go through life begging their way to respectability. Besides, they are an overt threat to the jobs and livelihood of advertising people, who make their livings by spending other people's money. And these soft-shoe, PR tricksters are saying, "We can get it for you free. Don't advertise."

Organizations worldwide have objectively evaluated these opposing viewpoints, especially in light of the "PESCE" trends previously discussed. Their conclusion is: Paying two argumentative factions for services which can be -- and increasingly are -- available internationally from one comprehensive entity is not cost effective. After all, "advertising is often used as a 'tool' in public relations; publicity and other public relations-like practices are utilized frequently in marketing and advertising programs."[23] Massive buyouts of major public relations firms by high-profile advertising agencies are responsive to these issues.[24] Therefore, we should benefit from preparing more international public relations practitioners who are competent in the arts of advertising creation and placement for multinational markets.

While advertising may often be thought of as a direct

descendent of marketing in the effort to sell a product, rare in today's world is the organization which does not indulge in organizational advertising designed to improve its local and foreign publics' perceptions of the organization as a whole. Certainly, this is a public relations function of international advertising, and one the international public relations practitioner should be ready and able to orchestrate. Granted, the objectives for organizational advertising differ from those for marketing-oriented advertising, but such skills as audience research, promotional copywriting, graphics, design, and media placement are the same.

IMPLICATIONS FOR PUBLIC RELATIONS EDUCATION

Obviously, the issues and concepts presented in this paper hold strong implications for educating future international public relations practitioners. "Yet our profession [public relations] has been relatively slow in developing a standardized approach for keeping up with an evolving world."[25] By and large, public relations education has been even slower.[26]

In a survey funded by the Foundation for Public Relations Research and Education, and administered at the Public Relations Society of America's (PRSA) 33rd national conference in 1980, "there was 92.2% [positive] agreement overall by the 245 practitioners and educators responding to the statement: 'Changes and improvements are needed in public

relations education in the 1980's to meet the needs of the profession.'"[27] That same study asked: "What do you think should be the major change(s) in public relations education in the 1980's?"[28] In answer to that inquiry:

> Greater emphasis on business and research courses were again most frequently cited. . . [with] frequently voiced concern over the traditional affiliation of public relations education and journalism. Typical comments were: "Separate PR from mass communication," "move PR to college of business," "put sequence in business school or school of its own," "less journalism," "less emphasis on newspaper journalism," "less journalism skills and more management skills," and "make PR a first-line profession, not an afterthought of journalism."

Those exemplary, farsighted institutions who respond to international "PESCE" trends and their implications for public relations education can expect to produce ". . . young practitioners with true public relations training . . . [who will rise] to vice president, executive director or assistant administrator positions," while those who cling to a traditional publicity focus can expect to produce ". . . journalists-in-residence, which is what they'll remain."[29] The literature discussed in this article clearly indicates that such "journalists-in-residence" will not meet the criteria for international public relations practice.

International PR education requires a blend of perspectives from numerous disciplines including marketing, psychology, sociology, economics, political science, history, science and technology, mass communication, language arts, human communication, and business -- with a greatly decreased emphasis on journalism -- in order to effectively

meet the demands for international public relations in the coming decade. The desire for graduate education in public relations will likely soar as the call increases for diversity of knowledge and skills in PR management, both at the national and international levels.

As Frank Wylie, Public Affairs Director for California State University at Los Angeles, queried, "Will the dog learn new tricks, or will the tail wag the dog?"[30] Will public relations education leave the nest and move with the international times, or will journalism continue to rule the provincial roost?

Kalupa and Allen offered insight to the dilemma via a General Systems Theory (GST) perspective, making the point that public relations sequences are frequently subsystems of the suprasystem of journalism. Therefore, public relations is forced to play "Mother may I" regarding each and every proposed curriculum change from degree requirements controlled by the suprasystem discipline. Conflicts are almost inevitable in efforts to redesign PR degree programs meeting national and international demands of the public relations field:[31]

> The relationship between public relations sequences (subsystems) and journalism schools and colleges (suprasystems) could approach a state of conflict in a struggle over curricular revision. The subsystem, public relations, is experiencing a period of rapid growth and change. In many instances, public relations majors far outnumber the journalism or news sequence students [Paul Peterson. "Enrollments are Higher -- But How Much Higher?" Journalism Educator, January, 1981, pp.

3-9] The potentially unstable situation thus exists where the subsystem is the largest within the suprasystem.

Wylie carried this thought further, warning that:[32]

> . . . journalism schools should realize that the public relations and advertising faculty are the key to student volume and that these faculty members can choose among several options: (1) create a separate department; (2) align with another discipline such as speech or business; or (3) take over the department -- as they already have in some universities.

This is not a unique concept in the literature. The current international "PESCE" trends discussed earlier lead logically to the conclusion that, as Edward Bernays has long contended, public relations education should liberate itself from the suprasystem of journalism.[33] Cantor noted that ". . . we are seeing public relations education shift gradually from journalism schools to business schools, an essential move if public relations professionals are to be in a position to counsel top management."[34] It should be noted, however, that public relations need not necessarily move into business departments in order to accomplish its goals. As Haynes said:[35]

> Placement of the public relations curriculum within an academic institution depends upon: (1) The orientation of the individual curriculum; (2) The quality and experience of the instructors in each curriculum and (3) The level of cooperation and exchange between departments, schools and colleges within the university.

The main point to remember, regardless of what department houses the public relations curriculum, is that we must do our own "environmental scanning" concerning the needs and

demands of our profession and adjust our curricular programs accordingly if they are to remain marketable on national and/or international bases.

RECOMMENDATIONS

The following recommendations, based upon the literature reviewed, are offered as important to the development of effective public relations degree programs which meet the international PR needs of the coming decade:

1) Careful and continual evaluation of the national and international political/economic/social/cultural environments ("PESCE") relevant to the public relations field, such as those reviewed herein.

2) Monitoring of the effects of "PESCE" upon profit and non-profit organizational developments influencing the practice of international public relations.

3) Curricular evaluation and adaptation based upon relevant trends and issues in the field. Specifically, international public relations education for the 80's and beyond should:

a) respond to increased demand for international public relations practitioners;

b) incorporate theoretical and methodological advancements in the field of human communication;

c) prepare students for the broadening interna-

tional scope of domestic public relations;

d) require courses equipping students as public relations generalists, rather than publicity specialists, preparing them to function in such areas as: issues identification, planning, research, management, human relations, employee relations, consumer relations, investor relations, media relations, government regulation, business management, research and evaluation, high technology, issue and conflict resolution, marketing, advertising, lobbying, speech writing, fund raising, graphics, etcetera;

e) when preparing students for international public relations positions, combine these generalist skills with specific tools needed in international PR, including such skill areas as multiple languages, intercultural communication, international media relations, international law, world government, international finance, social and political science, public affairs, etcetera.

4) Blending of multidisciplinary orientations in public relations courses and programs to reflect the historical shift of the PR field from publicity specialist to public relations generalist.

5) Titling of degree programs to stress the diverse nature of the field, allowing public relations education to stand on its own as a separate and individual entity, rather than as a subcategory of journalism, speech communication, business, or some other umbrella degree. If international PR specializations are offered, degrees earned should indicate those specializations.

6) Determination of degree requirements based upon verifiable needs and standards of international public relations, rather than upon survival of particular courses or sequences in the sponsoring department.

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